



# Improving the governance of Macro-regional Strategies

How and by whom the work is done

High Level Group Meeting, 13 February 2014, Brussels

DG REGIO, Competence Centre for Macro-regional Strategies and  
Territorial Cooperation

# Governance of macro-regional strategies

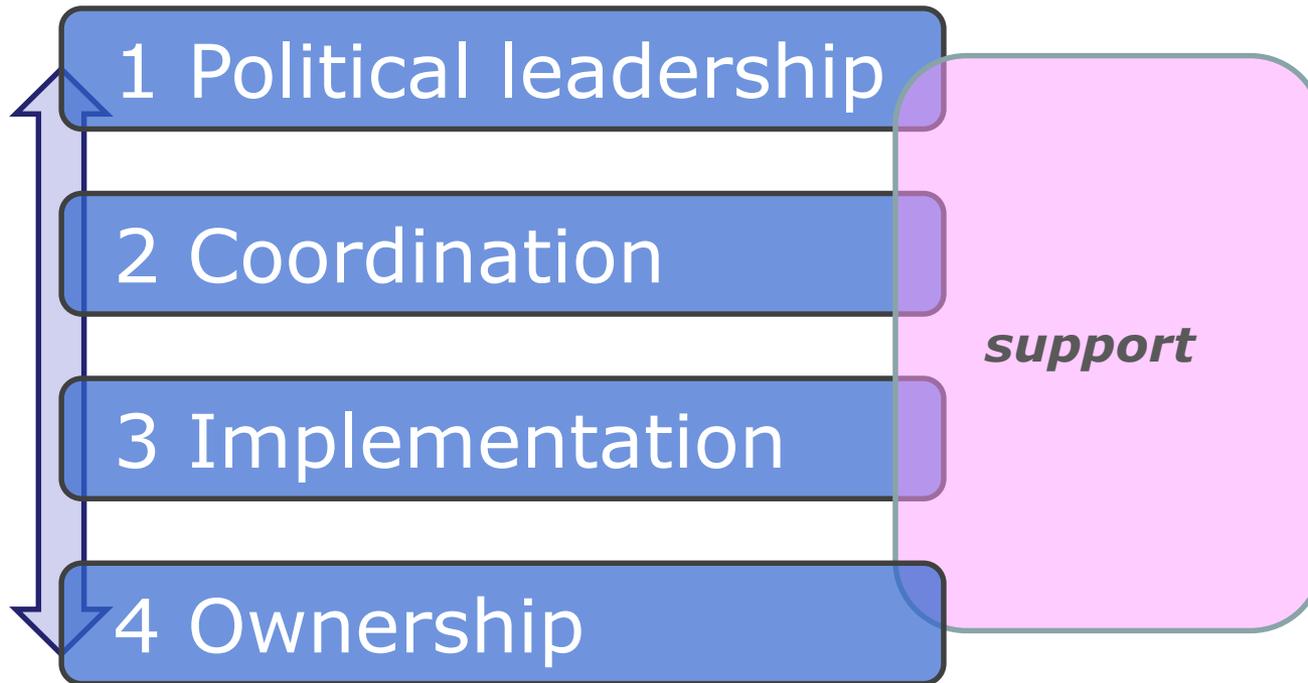
- **Background**

- Aim: concrete progress on the ground
- Implementation of Baltic and Danube show weaknesses with regard to the "governance" system, i.e. *who does what*

- **Demand for a review of the governance process**

- Weakness identified in EC Report on Added Value of MRS
- Council Conclusions (22/10) asked the Commission to review governance systems by end 2014
- Timeline: Adoption of Communication before June 2014  
Discussion in Annual Forums in June 2014

# Working hypothesis: four levels of governance



# (1) Political and strategic leadership

- Issue: Who gives strategic direction, and in which configuration?
  - Leadership and attention to crucial matters
  - Support to administrations
- Where are we?
  - Durability and balanced leadership
  - General leadership
  - Sector-specific ministerial meetings
- Recommendations, options:
  - General strategic direction: Minister hosting NCP
  - Thematic guidance: sector-ministers
  - Rotation principle for chairing
  - Interface: National Contact Points
  - Special representative

## (2) Coordination

- Issue: How to manage the overall implementation?
  - Professional management and coordination
  - Link between political level and the implementation, funding
  - National coordination
- Where are we?
  - Need to strengthen HLG and groups of NCP
  - Ambiguity about chains of accountability and communication flows
- Recommendations, options:
  - HLG: overall macro-regional "board"
  - Group of NCP: agenda setting, steering, monitoring implementation, etc.
  - Rotating chair
  - Support by the transnational programme and INTERACT

## (3) Implementation

- Issue: Who leads day-to-day implementation, who is associated, how can it be supported?
  - *Professional implementation: key implementers*
  - *How and who assess the performance what are the consequences?*
- Where are we?
  - Need for well-staffed, well-positioned, stable and professional implementers
  - Participation to Steering Groups remains varied
  - Different understandings on roles and responsibilities of PAC/HAL and SG
- Recommendations, options:
  - Minister is responsible for conditions offered
  - Steering Groups for all Priority Areas, Horizontal Actions, Pillars
  - Persisting implementation problems – consequences: group of NCPs
  - Support by the transnational programme and INTERACT (e.g. technical point)
  - PAC: interface between project and policy level

## (4) Ownership

- Issue: How to ensure identity, communication and accountability?
  - *How to involve the maximum of stakeholders in the countries and regions?*
  - *How to communicate and inform about activities in the macro-region?*
- Weaknesses in the status quo :
  - Activities in Strategies are known only to a limited set of stakeholders
  - Interest by national and regional parliaments, but no role foreseen
  - Involvement of civil society done in an ad hoc way
  - Link to the implementation and management level?
- Options:
  - Strengthening the role of national parliaments
  - Stronger involvement of civil society?



***Thank you for your attention!***